

Revised – 3-26-07
SULLIVAN COUNTY, NEWPORT, NH

**Request for Submittal of Qualifications (RFQ) for a
Business Plan/Feasibility Assessment for a Materials Recovery Facility**

Introduction

The Sullivan County Board of Commissioners is requesting qualifications from qualified consultants to assist County officials in preparing a Business Plan/Feasibility Assessment in support of a potential forthcoming materials recovery facility. The study will focus on the assessment of capital investment, operating and management scenarios, and the overall financial feasibility of the proposed facility.

Background

Sullivan County is situated in southwest New Hampshire along the Vermont border. The County is comprised of 14 rural towns plus the City of Claremont -- which is the economic hub of the region. In 2005, the total population of the County was approximately 43,000 -- up from 40,500 in the year 2000. Sullivan County is among the poorer regions of New Hampshire with a median household income of just under \$41,000, while New Hampshire's median household income is \$55,000. Towns included within the scope of this RFQ are: Acworth, Charlestown, City of Claremont, Cornish, Croydon, Goshen, Grantham, Langdon, Lempster, Newport, Plainfield, Springfield, Sunapee, Unity, and Washington.

Twelve (12) of 15 municipalities in Sullivan County are part of a bi-state (Vermont and New Hampshire) group of 29 towns that are under long-term contracts to supply trash to the Wheelabrator solid waste incineration facility located in Claremont. Residents in these communities pay among the highest tipping fees in New Hampshire and across the nation at \$91/ton, while tipping fees at some landfills in New Hampshire are less than half that amount. Combined with the relatively low median household income, Sullivan County residents pay a disproportionate share of their income for waste disposal.

It is estimated that Sullivan County towns generated an estimated 30,972 tons of municipal solid waste in 2005. Of this amount, approximately 27,080 tons were discarded in either waste incinerators or landfills, while an estimated 3,892 tons were recycled. This means that Sullivan County towns recycled an estimated 13% of their waste in 2005 -- far below the year 2000 recycling goal of 40% set by New Hampshire State Legislature. Several Sullivan County towns have achieved respectable recycling levels over 30%, including Unity, Washington, Sunapee, and Acworth. However, low recycling levels in the population centers of Claremont and Newport bring the average recycling rate for the County down. Sullivan County towns could reduce their current annual waste disposal bill by over \$1,000,000 by increasing recycling levels in their communities to 50%.

As Sullivan County's population and per capita waste generation are expected to increase over the next 20 years, total waste generation is expected to increase from the current 30,874 tons to a projected total of 45,513 tons in 2025. Based upon current waste management programs, the vast majority of this waste will end up in landfills or incinerators if Sullivan County does not take aggressive action to implement recycling and other waste diversion programs.

Sullivan County is a mixture of rural and urban communities. Residents and businesses have the option of disposing of their solid waste through drop-off facilities or through curbside collection. Sullivan County residents have the ability to self-haul their solid waste and recyclable materials to a number of local solid waste transfer stations/recycling centers. There are a total of 12 transfer stations/recycling centers in the County, with most of these transfer stations co-located with a recycling center. All transfer stations and recycling facilities are municipally-owned, with the exception of the Newport transfer station/recycling center which is privately-owned. There is no clear information about what percentage of waste is collected at drop-off transfer stations versus curbside waste collection. Most of the residents in smaller, rural communities take their solid waste to local transfer stations, while residents in the larger communities, such as Claremont and Newport, are served principally by private waste haulers. The Town of Plainfield has the only curbside recycling collection program in Sullivan County. This program, along with waste collection services, is contracted through the Town of Plainfield.

Today, with the contract with the Wheelabrator Claremont Incineration Facility set to expire in July 2007, Sullivan County finds itself in a unique opportunity to realign its waste management priorities principally from waste disposal and incineration toward a recycling-based and resource conservation based economy. The Sullivan County Commission is working cooperatively with Antioch New England Institute (ANEI) and citizens involved in the Waste Action Collaborative of Sullivan County (WACSC) to explore the best approaches for realigning waste management priorities. ANEI, working in consultation with the WACSC, has developed a *Recycling-Based Waste Management Action Plan* (Action Plan) that outlines a blueprint for moving toward increased recycling and waste diversion. This document includes valuable information on estimated quantities of waste and recyclables generated, existing waste management system, and a preliminary economic analysis of MRF options. Potential bidders would benefit from acquiring a copy of the Action Plan (copies of the Action Plan are available upon request by contacting the County Commission).

One of the principle recommendations of the Action Plan is the construction of a materials recovery facility to serve the communities of Sullivan County. Several proposed sites have been identified in Sullivan County on currently publicly-owned land with ready access to the necessary infrastructure.

Proposed Project

The selected consultant will be required to produce written, graphic and digital documentation for a Business Plan/Feasibility Assessment for a Materials Recovery Facility (MRF) for Sullivan County. The consultant will work closely with the management team from the County to formulate said study. The Scope of Work will include the following:

1. An economic analysis of the relative pros and cons of constructing a single-stream versus dual-stream MRF, including a recommendation on a preferred option for Sullivan County. Such analysis shall also include an economic evaluation of the relative pros and cons of aggregating and transporting recyclables to existing available MRFs instead of constructing a new processing facility. Such analysis shall also include the collection cost of single stream versus dual stream materials.

2. A detailed analysis of the proposed capital and operating requirements of the preferred MRF option, including a pro forma three-year budget for expenses.
3. A target level of recyclable materials necessary to make the MRF economically viable and an assessment of the probability of receiving various quantities of recyclable materials within Sullivan County. The assessment should also examine the potential for capturing recyclable materials outside of the County within a 60 mile radius of Claremont.
4. An analysis of recycling market specifications and the associated impacts for collection and processing requirements to meet these specifications, including glass.
5. An assessment of the potential economic risks associated with building the facility, including the authority for flow control, variability in prices for recyclable materials, and other risk factors as identified by the Consultant.
6. An analysis of the pros and cons of different procurement strategies for public versus private ownership, financing, and operation.
7. A summary report with financials to document assumptions related to current and future market conditions.

Deliverables

Six (6) bound double-sided copies and one (1) unbound single-sided copy of an Administrative Draft will be required by June 30, 2007. Six (6) bound double-sided copies and an electronic CD copy of the final report will be submitted by July 15, 2007.

Qualifications

Prospective consultants should assemble a team that has the following qualifications:

1. Outstanding credentials in solid waste management with specific expertise in evaluating recycling and waste collection and processing systems.
2. Knowledge and familiarity with recycling markets, and collection, processing and sorting equipment.
3. Experience in developing business/operational plans for materials recovery facilities.
4. Demonstrated experience in developing implementation plans and cost analyses.

Highest consideration will be given to consultants with a demonstrated understanding of the solid waste industry including but not limited to operating logistics, methodologies, familiarities with Federal funding programs and the regulatory demands associated with this industry. Please note that the Consultant selected for performing this work can be considered as a potential consultant in the project design phase should the Commission move forward with this phase of the project.

Proposed Format

The Sullivan County Materials Recovery Facility Business Plan/Feasibility Assessment proposals should be concise and contain the following sections:

1. **Introduction** – Describe the mission of the firm and areas in which the firm excels. Describe what is unique about the firm and its goals and objectives.

2. **Approach** – Describe the specific techniques to be employed. Outline the anticipated work plan and schedule. Describe how your team will work with the elected and appointed officials of Sullivan County.
3. **Statement of Qualifications and Relevant Professional Experience** – Provide names, professional experience and educational background of each team member who will be working on this project. Please include all sub-consultants, if applicable.
4. **Project Experience** – List projects in chronological order in which team members were involved. Indicate whether the project was completed by the firm or by the team member when employed by another firm.
5. **References** – Provide names, addresses and telephone numbers of previous clients who can evaluate other projects performed by your firm.
6. **Fee Proposal** – Provide one (1) copy of the total fee proposal with supporting details in a separate clearly identified sealed envelope. Estimates should be a lump sum not to exceed amount that includes all fees, expenses and services required to complete this project. The Fee Proposal shall include a "Schedule of Values" outlining the anticipation of payments.

Selection Process

All proposals will be examined for merit and ranked by a screening committee according to quality and responsiveness to the "Proposed Format." The top proposals will be placed on a short list of finalists and will be called for interviews. Team members giving the presentation shall consist of those who will actually direct and complete the Business Plan/Feasibility Assessment.

Revised Schedule for Firm Selection

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| • Announcement of Revised RFQ | March 26, 2007 |
| • Proposals Due | April 20, 2007 |
| • Interview and Final Selection | May 4, 2007 |

Submittal Instructions

Six (6) copies of the proposal materials and one (1) copy of the fee proposal shall be submitted by 4:00 PM on April 20, 2007. Please submit your proposal to:

The Sullivan County Board of Commissioners
c/o Ed Gil de Rubio, County Manager
14 Main Street
Newport, NH 03773

Tel: 603.863.2560
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